lj_ggu_ aZdhghf kemqZb ljZ\Z gZ j_amevlZlu bg
l_evghklb hojZgyxl \ khhl_lkl\bb kh ke_^mxsbfb
hojZgu Z\lhjkdh_ ijZ\h iZl_glgh_ ijZ\h b hojZgZ
ijhba\h^kl\Z

Bgl_ee_dlmZevgZy ^_yl_evghklv kha^Zgb_ b i
lZlh\ gZijbf_j agZgbc khklZ\ey_l hkgh\gh_ kh^_j
qbke_ \ kn_j_ nmg^Zf_glZevguo bkke_^h\Zgbc

Ijb jZkkfhlj_gbb bgl_ee_dlmZevguo \ lhf qbke_
ijZ\ \ kn_j_ nmg^Zf_glZevghc gZmdb ^Ze__ [m^_l
kbnbdZpby \b^h\ jZ[hl dhlhjmx ij_^eh`beZ Hj]Zgb
kdh]h khljm^gbq_kl\Z b jZa\blby HWKJ DZd hlf_
Ojhfh\ = K wlZ deZkkbnbdZpby ©[he__ ih^jh[gZ
KKKJ b \ kh\j_f_gghc Jhkkbbª > F @

>ZggZy deZkkbnbdZpby \u^_ey_l kj_^b nmg^Zf_
\Zgbc qbklu_ b hjb_glbjh\Zggu_ bkke_^h\Zgby i
^h\Zgby ih^jZa^_eyxlky gZ kljZl_]bq_kdb_ b dhgd
bkke_^h\Zgby Z lZd`_ wdki_jbf_glZevgu_ ²jZajZ[hl > F @ ©
oh`_ ² mlhqgyxl E W Fbg^_eb b = K Ojhfh\ ² ql
^_e_gguf ijbagZdhf qbklh]h nmg^Zf_glZevgh]h bk
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H[h[s_gguc j_amevlZl bkke_^h\Zgbc b jZajZ[hlh
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fgh`_kl\ j_amevlZlh\ dhlhjuf fh`_l [ulv ij_^h
\h\Zy hojZgZ l _ hojZgZ bgl_ee_dlmZevguo ijZ\
l_ee_dlmZevghc ^_yl_evghklb ^Ze__ ² JB> gZau\
kf kl =D JN

fgh`_kl\ j_amevlZlh\ g_ ih^e_`Zsbo ijZ\h\hc
ijbf_j ^hklmigZy bgnhjfZpby dhlhjZy g_ y\ey_lky
q_kl\Z Z\lhjh\ beb bgnhjfZpby \ hlghr_gbb dhlhjh
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>Ze__ \ gZklhys_c jZ[hl_ [m^ml jZkkfZljb\Zlvky
fu_ j_amevlZlu J_amevlZl bgl_ee_dlmZevghc ^_y
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dZdbo eb[h ghkbl_eyo Fgh`_kl\h hojZgy_fuo JB>
\Z fh`gh jZa^_eblv gZ deZkkZ ih ke_^mxsbf hkg
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L_hj_lbq_kdbc h[jZa h[h[s_ggh]h j_amevlZlZ bk
jZ[hlhd fh`gh ij_^klZ\blv \ \b^]^D ihke_^h\Zl_evgh

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glbjh\Zggu nmg^Zf_glZevgu_ ² kljZl_]bq_kdb_
dhgdj_lgu_ ijbdeZ^gu_ bkke_^h\Zgby ² wdki_jb
jZ[hldbE ² hl ^h ² h[t_dlu Z\lhjkdh]h ijZ\Z

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pbb ² aZdZaqbdm ²]hkm^Zjkl\m ² nhg^m]jZ
kihgkhjm

DZd ba_klgh kms_kl\m_l ljb hljZkeb bgl_ee_d
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Wlb hljZkeb ijbgpbibZevgh hlebqZxlky f_oZgbafZf
b hojZgu ijZ\ qlh hljZ`_gh \ aZdhgh^Zl_evkl_ W
ZgZeba_ ijh[e_fu bgl_ee_dlmZevguo ijZ\ \ kn_j_
bkke_^h\Zgbc

:\lhjkdh_ ijZ\h hkgh\Zgh gZ hojZg_ nhjfu \g_rg
_^_gby \ kbem kZfh]h nZdlZ _]h kha^Zgby DZd h
j_amevlZl bkke_^h\Zgbc b jZajZ[hlhd bf__l nhjfm i
gZijbf_j \ \b^_ jmdhibkb gZmqgh]h ljm^Z l_dklZ
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j_r_ggh]h Z\lhjhf beb ijZ\hh[eZ^Zl_e_f dhibjh\Zgb
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lZl_glgh_ ijZ\h hojZgy_l kh^_j`Zgb_ kfuke kms
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^mxsbo mkeh\byo Z khhl_lkl\by kms_kl\Z JB> jy
lj_[h\Zgbc ^ey]hkm^Zjkl_gghc j_]bkljZpbb [kh
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hj]Zghf xjb^bq_kdb agZqbfh]h ^_ckl\by wdki_jlba
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ljZ\h gZ ghm oZm ihkljh_gh gZ kh[ex^_gbb kZf
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_s_kl\m rlZffm fbdjhhj]ZgbafZ dmevlmj_ de_lhd jZkl_
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gb_ ba^_eby ijhfure_ggh]h beb dmklZjgh]h j_f_ke_ggh]h
^_eyxs__ _]h \g_rgbc \b^] k_dpbhggh_ ^hklb`_gb
ihjh^u `b\hlguo

n_kkbhgZevghc ^_yl_evghklb dhlhju_ bf_xl ^_ckl l_gpbZevgmx dhff_jq_kdmx p_gghklv \ kbem g_ba\ ebpZf d dhlhjuf m lj_lvbo ebp g_l k\h[h^gh]h ^h hkgh\Zgbb b \ hlghr_gbb dhlhjuo h[eZ^Zl_e_f lZdb j_`bf dhff_jq_kdhc lZcguª kl =D JN

LZdbf h[jZahf bf_xsb_ky kihkh[u hojZgu ijZ\ gZ bgl_ee_dlmZevguo ijZ\ y\eyxlky \aZbfhbkdexqZxsb _l h[t_dlZ dhlhjuc [ueh [u \hafh`gh hojZgylv \ h^ f_gl \j_f_gb dZd \\_^_gguc \ h[hjhl l_dkl dZd m^h [h\Zgbx gh\bagu ij_^f_l iZl_glZ b dZd khojZgy_fh DZ`^uc ba kihkh[h\ hojZgu JB> ©ihjhqblª ^jm]hc JB> fh]ml [ulv \uy\e_gu Zki_dlu klhjhgu we_f_gl ju_ ^hihegyxl ^jm] ^jm]Z b bo fh`gh hojZgylv \ k r_mihfygmlufb ijZ\beZfb b hljZkeyfb bgl_ee_dlmZ wlhf hkgh\guf k^_j`b\Zxsbf nZdlhjhf ^ey \u[hjZ ki JB> y\eyxlky khh[jZ`_gby hlghkbl_evgh p_e_khh[ bgnhjfZpbb h JB> \ j_`bf_ dhff_jq_kdhc lZcgu ih f_glZ mljZlu dhgnb^_gpbZevghklb khhl_lkl\mxsbo qbl_evgh_ ijZ\h gZ k_dj_l ijhba\h^kl\Z ij_djZsZ_lk eZ^Zl_e_cª kl =D JN

Ijb [eb`Zcr_f jZkkfhlj_gbb [m^_l \b^gh qlh \u[hj hojZgu j_amevlZlh\ nmg^Zf_glZevguo bkke_^h\Zgb

>ey j_amevlZlh\ ihemq_gguo ijb \uiheg_gbb jZa \Zgbc b jZajZ[hlhd p_e_khh[jZagh ijbf_gylv jZagu ijZ\ kf lZ[e]^_ rljboh\dhc h[hagZq_gh khhl_l hojZgu ijZ\ <u\h^ h lZdhc p_e_khh[jZaghklb hkgh kh^_j`Zgby \b^h\ bkke_^h\Zgbc b jZajZ[hlhd \ kjZ\ fb \ur_ ijZ\beZfb ijZ\h\hc hojZgu

LZ[ebpZ P_e_khh[jZaghklv ijbf_g_gby jZaebqgu bgl_ee_dlmZevguo ijZ\ gZ JB>

<b^u ijZ\h\hc hojZgu JB>	JB> ihemq_ggu_ \ oh^_ ke_^mxsbo \b^h\				
	Nmg^Zf_glZevgu_ bkke_^h\Zgby		Ijbde Z^gu_ bkke_^h\Zgby		
	Qbklu_	Hjb_glbjh\Zggu_	KljZl_]bq_kdb_	Dhgdj_lgu_	Wdki_jbf_glZevgu_ jZajZ[hldb
:\lhjkdh_ ijZ\h \ l q gZ jmdhibkb gZmqguo jZ[hl im[ebdZpbb					
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IZl_glgh_ ijZ\h \ l q iZl_glh\Zgb_ aZ jm[_`hf					

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l_evghklv gZijZ\e_ggmx gZ jZkrbj_gb_ agZgby [
lZpbb gZ ^he]h\j_f_ggu_ wdhghfbq_kdb_ beb khpb
gZf_j_gby bkke_^h\Zlv ijbeh`bfhklv j_amevlZlh\ d
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dhlhjZy k _jhylghklvx ihkem`bl hkgh\hc ^ey j_r_g
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`_gb_ hij_^_e_gghc ijZdlbq_kdhc p_eb gZ wlZi_
p_ev _s_ g_ ih^^Z_lky ih^jh[ghc dhgdj_lbaZpbbª
deZ^gh_ bkke_^h\Zgb_ [ebadh hjb_glbjh\Zgghfm n
ke_^h\Zgbx bkoh^y ba g_hij_^_e_gghklb dhg_qgh
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J_amevlZlu nmg^Zf_glZevguo bkke_^h\Zgbc b k
deZ^guo bkke_^h\Zgbc ih hij_^_e_gbx g_ ih^e_`
\ke_^kl\b_ bo g_hij_^_e_gghc ijZdlbq_kdhc ijbf_
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lu dhgdj_lguo ijbdeZ^guo bkke_^h\Zgbc b jZajZ[h
JB> g_ bf_xsbo ijZdlbq_kdhc j_ZebaZpbb g_\hafl
kl ² =D JN ©Nmg^Zf_glZevgu_ b^_b aZd
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ihy\e_gby ^hjh]hklhysbo mkdhjbl_e_c qZklbp nmg^
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\ h[sbo q_jlZo bah[j_l_gby dhlhju_ k [hevrhc _j
xl ^hjh]hklhys_c jZajZ[hldb ij_`^_ q_f ihiZklv gZ
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\k_ ljm^g__ b^_glbnbpbjh\Zlv ijh^mdlu \ dhlhjuo \
dhgdj_lgZy b^_y djhf_ lh]h ljm^gh b^_glbnbpbjh\
lhjuo \hiehs_gZ nmg^Zf_glZevgZy b^_y bf_xsZy
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kh[kl_gghklb h]jZgbqb\Zxl bo ^_ckl\b_ª > F ²
LZdbf h[jZahf \ j_Zevghklb ^ey nmg^Zf_glZevg
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ghm oZm

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gh g_ hklZ\blv [_a \gbfZgby nb]mjm ijZ\hh[eZ^Zl_
©dlh ieZlbl lhl b ohaybgª \ ^Zgghc kn_j_ \ jy^_ ke

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^h]h\hjh\ aZdZaqbdZ nhg^h\ ]jZglh^Zl_e_c \ l q
beb jZ[hlgbdh\ Z\lhjh\   Z lZd`_ kh[kl_ggu_ kj_^k
gbaZpbb b kj_^kl\Z __ kh[kl_ggbdh\ mqj_^bl_e_c

Ohly a^_kv ke_^m_l mqblu\Zlv ke_^mxsb_ ^\Z h[

<h i_j\uo ^_yl_evghklv hj]ZgbaZpbc nmg^Zf_gl
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bgl_j_kh\ bkke_^h\Zl_e_c b aZdZgqb\Zy [hjv[hc g
aZ nbgZgkbjh\Zgb_ H^gZdh a^_kv fu bkoh^bf ba
kl_ggu_ kj_^kl\Z gZmqghc hj]ZgbaZpbb beb kj_^
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=jZglu nhg^h\ ^ey aZpbb	hj]Zgb :\lhj GZmqgZy hj]ZgbaZpby \ qZklb kem`_[gu
=jZglu nhg^h\ ^ey	Z\lhjh\ :\lhj
Kj_^kl\Z]hkm^Zjkl aZdZaqbdh\ jZkij_ [x^`_lZ gZ hieZlm ] l\_gguo dhgljZdlh\ ^h]h\hjh\ aZ kq_l ] l\_ggh]h [x^`_lZ	_gguo GZmqgZy hj]ZgbaZpby ^Jhkkbckdhc N_^_jZpby \ ebp_]hkaZdZ]hkm^Zjkl_gghh]h hj]ZgZ k] bf__l ijZ\Z b bgfuo bke_ kh\f_klgh k gZmqghc hj]Zgb dhgljZdlZ h[t_dlu bkdexqbl_evguo ijZ\ hkgh\ghf ² aZiZl_glh\Zgguo [h[s_^hk JB> \ JB> hlqm`^Z_fu_ \ke_^kl\b_ [_a ]hkaZdZaqbdZ ] JB> ijZ\Z gZ dhlhju_ i ijbgZ^e_`Zl gZmqghc hj]ZgbaZpbb ² bkil jZ[hl ^ ^hihegbl_evgh k] JB> hlq hl JN ih ijZ\beZf jZa^_eZ 9,, =D JN
Kj_^kl\Z aZdZaqbdh\ gZ hieZ lm ^h]h\hjh\	AZdZaqbd

G_kfhljy gZ ihqlb ^_kylbe_lgxx bklhjbx \hijhkZ
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dj_ieyxsb_ ijZ\Z gZ g_dhlhju_ JB> aZ]hkm^Zjkl\hf
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\eZklb lZdb_ ijZ\Z ij_^klZ\eyxl kh[hc wdhghfbq_k
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klb`_gb_ ² kl b kem`_[gZy lhiheh]by ² kl

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